



**SOUTH CAROLINA  
DEPARTMENT OF EMPLOYMENT AND WORKFORCE**

**APRIL 15, 2016**



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## Executive Director's Note



The exciting work I see happening with South Carolina's workforce development efforts makes me proud every day. When I began as executive director of the S.C. Department of Employment and Workforce (DEW) in 2013, I expected a lot out of both the state agency and the SC Works sites where we have direct interaction with our customers. I knew the agency and its people had great potential that remained untapped, and I wanted to make sure the citizens of South Carolina received the first-rate service and results they deserve.

I have never been disappointed. Every challenge has been met or exceeded, and we strive to continually meet the next challenge with excellence. There is a great deal of excitement, out-of-the-box thinking and enthusiasm to help South Carolina maintain a robust workforce.

Having achieved many of the goals set for ourselves, we have begun to concentrate on the important role of convener of workforce solutions. There are many amazing programs and groups that contribute to employment results in South Carolina. It is imperative that we work together and keep an open conversation in order to sustain efficiencies and swiftly transition people back to work.

As part of this collaboration, the State Workforce Investment Board members are taking a more active role in not only the vision, but in the execution of workforce development strategies. In particular, South Carolina is doing exceptional work connecting education and careers. This is implemented by analyzing regional and local need, creating career pathways, coordinating industry and education resources, and promoting promising strategies.

Additionally, it is imperative to encourage the investment of major South Carolina industries in skills education. Whether it is sharing resources to find talent or identifying and addressing a skill gap through training opportunities, local and regional industry has to be the driver in order to execute it properly.

In a 2014 article featured in Inc. magazine, "Is There Really a Skills Gap?", South Carolina was recognized for its leadership in the apprenticeship and job-training sector. Partnering the job seeker with the employer is a proven method for building the technical skill set as well as company loyalty.

Youth, ex-offenders and veterans tend to show high success rates when employers invest in them through apprenticeships. The youth and ex-offenders respond positively to training that gives them a specific goal and a feeling of future purpose; learning a precise skill through work-based training. Veterans, who already have employable soft skills, welcome the chance to learn a specific industry skill to get back into the workforce.

When the labor force is engaged in the learning process through hands-on training and the business is invested in the future workforce by tailoring the on-the-job programs it is a win-win.



South Carolina is now poised to launch efforts addressing specific challenges and populations. We have a robust Port Authority that is tied to 1-in-12 jobs throughout the state. Several companies have found South Carolina an inviting state for industry and workforce. South Carolina leads the nation in work ready communities, identifying skilled labor and creating a database of the talent pipeline. Our economic development added more than 19,000 new jobs to the state. We have a strong tourism and manufacturing economic base. The state's personal income growth of 4.3 percent outpaced the nation's growth of 3.9 percent in 2014. And SC Works is using these advantages to bolster the workforce system from every perspective.

While we continue to whittle away at the skills gap, through apprenticeships and other programs, there are audiences that may need a more creative approach for solutions. Collaborative efforts should focus on those in transitional phases who are most in need of our support and assistance. As we move forward with implementing the Workforce Innovation and Opportunities Act (WIOA), we will find the perfect opportunity to address the objectives of WIOA while continuing our positive momentum for the South Carolina workforce.

This year, in particular, we have the passionate support of Gov. Nikki Haley. You will read more about her directive for South Carolina agencies to partner together, and you will see in our program highlights where SC Works and DEW are integral leaders in these agency collaborations. And all South Carolinians have benefited. But as we move forward, our collaboration needs to expand and grow. While agencies have been actively sharing ideas and programs, it is crucial that our state goes beyond cerebral partnership and begins to employ shared resources that will create transparency and efficiency for all.

While we rally ourselves together to dig deep into our workforce efforts, there are opportunities and alliances that integrate South Carolina into a larger picture of workforce development. With companies like Aflac, Amazon, AT&T, BlueCross BlueShield, BMW, Boeing, Michelin, Unum, and Volvo investing in South Carolina's talent pipeline, it is the responsibility of the workforce system to maintain a global view – to think beyond our state's borders. We must not only share our success and innovation, but extract the best practices and methodologies of others leading the charge and customize and apply those to continue to create an inviting infrastructure for the business sector.

While we have enjoyed record employment numbers, there is still much work to be done. South Carolina's workforce system will continue to collaborate, innovate and be results oriented.

Cheryl M. Stanton  
Executive Director  
South Carolina Department of Employment and Workforce



## **Program Year 2014 Highlights: Strategic Collaboration and Partnerships**

In her State of the State address in January 2015, Gov. Nikki Haley challenged her “entire Cabinet to get creative about how we put people back to work.” While this has always been the focus of the S.C. Department of Employment and Workforce (DEW) and the Workforce Investment Act (WIA), there was a larger message at play in those words – collaboration.

She challenged the entire cabinet to reach out to other workforce development organizations because success can only be executed when agencies and programs work together.

Program Year 2014 was about looking outward. SC Works was focused on their comprehensive strategic workforce plan that centers on:

Strengthening the state’s workforce pipeline through:

- Middle skill/wage attainment.
- Creation of education and career pathways.
- Development of one, consistently delivered soft-skill curriculum.

Aligning the state’s current public workforce development resources to ensure a customer-centered delivery system to South Carolina’s businesses and jobseekers by:

- Coordinating business-engagement activity.
- Building and using data-driven decision making and evaluation methods.
- Expanding specific partnerships and collaborations.

### **Gov. Haley’s Vision for the State’s Workforce System**

*South Carolina will transform its workforce development system through innovative and collaborative practices into an effective, customer-driven workforce system that facilitates financial stability and economic prosperity for employers, individuals and communities.*

With a directive from the governor, South Carolina partners got to work and PY ’14 was an exciting time to help leverage the workforce talent pipeline. With opportunities for collaboration and the governor’s charge of creatively matching workforce and business, South Carolina has seen results. 14 agencies partnered to learn more about each other, discuss the program available to job seekers and businesses within each agency, identify the challenges and explore solutions for all. These South Carolina agencies include:

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- Department of Commerce
- Department of Corrections
- Department of Education
- Department of Employment and Workforce





- Department of Juvenile Justice
- Department of Probation, Parole, and Pardon
- Department of Social Services
- Department of Vocational Rehabilitation
- Governor's Office of Economic Opportunity
- Job Corps
- Lieutenant Governor's Office on Aging
- South Carolina Indian Development Council, Inc.
- South Carolina Technical College System
- South Carolina Workforce Investment Board

These collaborating agencies serve the same jobseeker/business and industry customers, have limited resources, and have the opportunity to work together at the state and local level to drive a system that initiates employment and re-employment activities efficiently and effectively.

Through this process, strong relationships were forged and on Feb. 11, 2015, Gov. Haley signed a State Partner Memorandum of Agreement that will assist South Carolina's state and local workforce development partners

### **Building on these strategic partnerships, several pilot projects were initiated in PY '14:**

#### ***Transitioning Ex-Offenders to Employment***



SC Works and the S.C. Department of Corrections worked closely together to find jobs for ex-offenders by offering job placement services “behind the fence” at the Manning Correctional Institution. Working with these clients prior to release helped to maximize their chances of obtaining employment upon re-entry and reduced the chance of recidivism.

A behind the fence job fair was held on June 26, 2015, where ex-offender friendly businesses came on-site to discuss employment opportunities. On that day alone, 11 inmates were hired, giving them a long-term goal with purpose and hope for a successful post-release life. Thirty transitioning ex-offenders have found work in PY '14.

#### ***Partnering Rather Than Competing Employment Service Programs***

The S.C. Department of Social Services (DSS), DEW and two local Workforce Investment Boards have been partnering to offer employment services to Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients. Rather than create two duplicating employment service programs, this partnership allows DEW



and DSS to use the economies of scale of one program to maximize resources and efficiently and effectively serve these participants. DSS employees have been granted access to SC Works Online Services (SCWOS) to eliminate the use of paper, provide real-time information to clients and to allow for better tracking of the process to improve the chances for job placement.

### ***Nationally-Recognized Manufacturing Certification***

The S.C. Technical College System and SC Works have strategically partnered to provide job placement services for South Carolina's Manufacturing Certificate Program. This state-funded program provided a 200-hour nationally recognized industry certification through classroom training, hands-on skill training and production simulations. In addition, SC Works staff went to the classrooms to assist with resume writing and interviewing skills, as well as register students in the state jobs database to improve their chances for gaining employment as soon as training ended.

### ***Engaging Defense Firms***

The U.S. Department of Defense's (DOD) budget cuts pose a significant risk to the sustainability of defense firms in South Carolina. More than 800 South Carolina businesses contract with DOD to service the needs of the military, and applying a conservative multiplier of 2.0, the loss of one full-time defense contractor position would result in a total loss of two jobs – one direct and one indirect.

The S.C. Department of Commerce and SC Works have partnered to engage defense firms to determine their interest in diversifying into new markets and assist them in accessing programs and services as needed. Proactively encouraging defense firms to reduce their dependency on the DOD by helping them diversify into growing industries averts layoffs and helps build the business supply chain. In the past year, 115 defense firms have been contacted.

Thirteen companies received diversification assistance and an additional eight companies had applications pending approval for supplemental funding. Those interested in diversification were triaged to services and resources offered through the S.C. Manufacturing Extension Partnership and other vendors experienced with leading successful transitional assistance.

### ***Beginning of Sector Strategy Planning***

With the financial support of the State Workforce Investment Board, several agencies partnered to develop talent pipeline strategies, with nationally renowned consulting firm Maher & Maher who was hired to manage development and implementation. The participants include:



- Department of Commerce
- Department of Education
- Department of Employment and Workforce
- S.C. Technical College System
- And Business and Industry



Gov. Haley, Executive Director Stanton, and key business and state leaders, began this process on May 13, 2015, when they met with Rick Maher, an expert in sector strategies. These strategies will allow South Carolina to evaluate the skills of the workforce and the needs of key industries to create a sensible employment model.

### ***Redesigning the Eligible Training Provider List, PATh***

SC Works' partners and training providers, including the S.C. Technical College System and private entities, collaborated to redesign the state's Eligible Training Provider List (ETPL). This comprehensive list will provide meaningful information to job seekers, business and industries and will provide performance metrics on the effectiveness of training programs.



### ***Certifying S.C. Counties as Work Ready Communities***

The S.C. Work Ready Communities initiative excelled in PY '14, leading the nation with 32 certified counties, with the remaining counties in the last phases of becoming certified. This attention to a robust workforce pipeline and commitment to economic growth continues to attract international business development.



Not only does the S.C. Certified Work Ready Communities program measure the quality and capability of a county's workforce; the initiative provides a reliable way to link education,





workforce development and business across all 46 counties. The commitment of local community leaders, educators and employers helps maintain the vision of a ready workforce that attracts and retains businesses in the state.

To become a S.C. Work Ready Community, a county must reach or exceed goals in earning National Career Readiness Certificates (achieved through WorkKeys® testing), must meet or exceed the three-year graduation rate average or improvement percentage, and must engage business support.

Through a holistic approach, South Carolina is using ACT's entire Work Readiness System that includes:

1. WorkKeys® Assessment to help employers select, hire, train, develop and retain a high-performance workforce.
2. The National Career Readiness Certificate (NCRC™), a work readiness credential to measure and close the skills gap.
3. Job Analysis tool, to match individual skill sets with available job opportunities.
4. Career Ready 101, a comprehensive program that brings together courses for career skill development and soft-skills training.

- **In PY 2014, just under 30,000 individual National Career Readiness Certificates were awarded, bringing the total number of certificate holders in the state to over 249,000.**
- **South Carolina ranks 2<sup>nd</sup> in the nation for the number of NCRCs earned.**
- **A total of 2,748 businesses recognized or supported the SC Work Ready initiative through the end of PY 2014.**

### ***Averting Business Downsizing***

The S.C. Manufacturing Extension Partnership (SCMEP), SC Works and DEW facilitated layoff aversion assistance through Rapid Response. Created to help at-risk businesses, this program implements a fast-paced business growth system using a team of experts and an effective set of innovative business methods.

Total # of Businesses Served With RR-IWT	Total # of Workers Averted from Unemployment	Investment per Employee to Prevent Separation and/or Promote Rapid Re-employment
22	1,288	\$941.26

**Rapid Response Funded Incumbent Worker Training Activity  
South Carolina, PY 2014**



By applying a unique set of tools, education and training methodology, Rapid Response allows businesses to become more competitive. Assistance is customized, but could include:

- Cutting edge lean tools.
- Constraint management techniques.
- Quality standard for management.
- Sales and marketing boost.
- Innovation management systems.

All these methods optimize business performance and help prevent possible layoffs by boosting the company's efficiency and growth options. These services are helping the state's businesses succeed and their employees maintain employment.

### ***Repayment of Federal Loan***



Because of the re-employment efforts of SC Works, more South Carolinians are in the workforce than ever before. This not only boosts the state's economy, it reduces the unemployment tax burden on businesses. As a result, on June 11, 2015, the agency was able to announce the final \$120 million payment to the U.S. Department of Labor for a nearly \$1 billion federal loan used to pay state unemployment insurance benefits since 2008. The deadline to pay off the loan was scheduled for November 2015. However, early and voluntary payments on the loan by DEW between 2011 and 2015 led to returning the trust fund to solvency, saving businesses more than \$12 million in interest payments.



## **Program Year 2014 Workforce Performance Results**

As part of her focus on employment solutions, Gov. Haley introduced, in her 2015 State of the State address, a framework for implementing a talent pipeline approach to workforce development.

Through targeted training programs, it prepares job seekers for high-demand, high-growth jobs. Gov. Haley also challenged the workforce system to increase the number of individuals who obtain a nationally recognized training certificate in those areas.

South Carolina achieved record-breaking employment levels in this program year, exceeding 2 million people working. The state's workforce system continued to promote occupational training and, as a result, more dislocated workers received training than the prior year.

While beginning the transition to WIOA, South Carolina was able to complete the last full year of WIA with a strong finish. In PY '14, South Carolina exceeded five and met four of the U.S. Department of Labor (DOL) performance goals. Ten out of the 12 local workforce areas met or exceeded their performance measures.

**As noted in the chart below, the local areas showed strong performance in PY 2014:**

		State	Worthlink		Upper Savannah		Upstate		Greenville		Midlands		Tri-Net			
Performance Measure	Group	Goal	% of Goal	Actual	Goal	% of Goal	Actual	Goal	% of Goal	Actual	Goal	% of Goal	Actual	Goal	% of Goal	Actual
***Literacy or Numeracy Gains	Placement in Employment or Education (1+21)															
	Attainment of Degree or Certificate (1+21)	71.0	98.0%	69.60	80.0	96.9%	77.55	74.4	89.6%	66.67	78.0	106.3%	82.93	66.5	82.3%	54.89
	***Literacy or Numeracy Gains (1+21)			56.73	67.6	107.0%	72.31	55.0	77.7%	42.72	84.6	109.1%	93.31	53.0	93.0%	49.28
	Employment Rate	72.0	105.5%	75.99	69.1	112.1%	77.44	71.0	114.6%	81.37	74.4	102.9%	76.56	72.0	100.0%	72.00
	Retention Rate	79.5	104.5%	82.93	76.4	100.4%	83.54	82.5	101.0%	83.33	82.1	108.3%	88.89	76.4	115.7%	88.42
**Average Earnings	Placement in Employment or Education (1+21)	74.0	100.4%	74.32	67.4	111.7%	75.26	63.3	114.4%	72.41	63.6	97.0%	61.67	78.9	103.0%	81.25
	Attainment of Degree or Certificate (1+21)	83.0	96.8%	80.38	67.4	105.2%	70.93	72.6	110.0%	79.87	65.6	78.8%	51.72	72.0	105.8%	76.00
	***Literacy or Numeracy Gains (1+21)	70.0	116.5%	81.54	52.4	95.4%	50.00	60.0	124.6%	74.76	54.1	94.1%	50.91	60.0	91.8%	55.07
	Employment Rate	71.3	99.4%	70.86	68.5	109.5%	75.00	74.0	92.1%	68.13	76.0	95.8%	72.68	78.5	104.2%	81.82
	Retention Rate	88.0	99.6%	87.66	87.5	102.2%	89.42	89.2	100.2%	89.42	89.1	92.8%	82.68	87.6	104.1%	91.20
**Average Earnings	Placement in Employment or Education (1+21)	93.4	96.6%	90.24	91.4	102.1%	93.33	93.1	101.9%	94.89	94.5	92.3%	87.18	94.0	98.0%	92.11
	Attainment of Degree or Certificate (1+21)	11,000	99.4%	110,932	10,458	106.4%	111,130	11,308	88.7%	110,028	12,547	85.1%	110,679	10,385	101.2%	110,509
	***Literacy or Numeracy Gains (1+21)	14,042	105.8%	14,850	14,345	92.7%	13,501	15,358	88.9%	13,655	14,257	84.3%	13,022	15,100	85.2%	12,860
	Employment Rate	71.3	99.4%	70.86	68.5	109.5%	75.00	74.0	92.1%	68.13	76.0	95.8%	72.68	78.5	104.2%	81.82
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**Average Earnings	Placement in Employment or Education (1+21)	93.4	96.6%	90.24	91.4	102.1%	93.33	93.1	101.9%	94.89	94.5	92.3%	87.18	94.0	98.0%	92.11
	Attainment of Degree or Certificate (1+21)	11,000	99.4%	110,932	10,458	106.4%	111,130	11,308	88.7%	110,028	12,547	85.1%	110,679	10,385	101.2%	110,509
	***Literacy or Numeracy Gains (1+21)	14,042	105.8%	14,850	14,345	92.7%	13,501	15,358	88.9%	13,655	14,257	84.3%	13,022	15,100	85.2%	12,860
	Employment Rate	71.3	99.4%	70.86	68.5	109.5%	75.00	74.0	92.1%	68.13	76.0	95.8%	72.68	78.5	104.2%	81.82
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	Employment Rate	71.3	99.4%	70.												

\*\*\*These measures include program exits from 7/1/14 to 6/30/15.

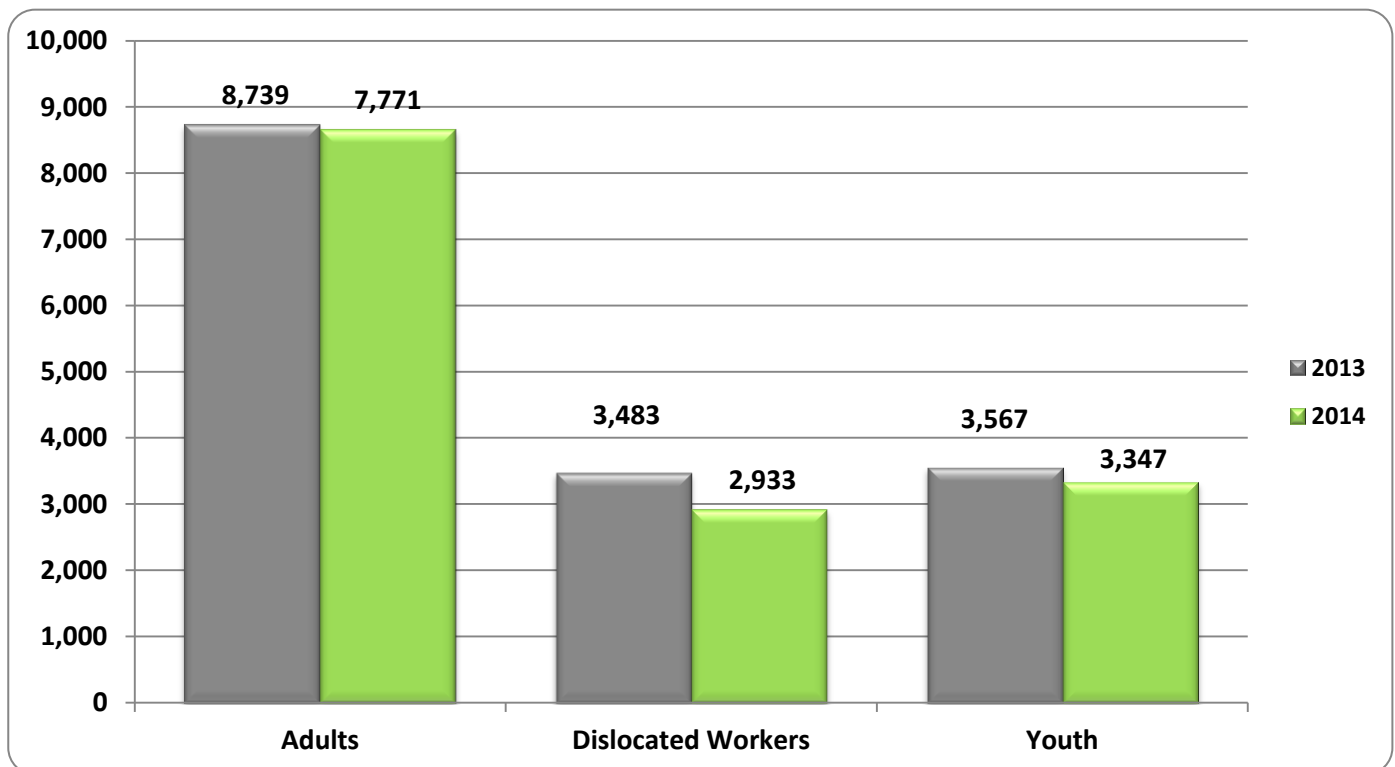


## Participants Served

South Carolina served 7,771 adults, 2,933 dislocated workers, and 3,347 youth in the 12 local workforce investment areas.

- Participation levels reflect a decrease in all three customer groups.

**Number of WIA Adult, Dislocated Worker, and Youth Participants Served  
South Carolina, PY 2013-2014**



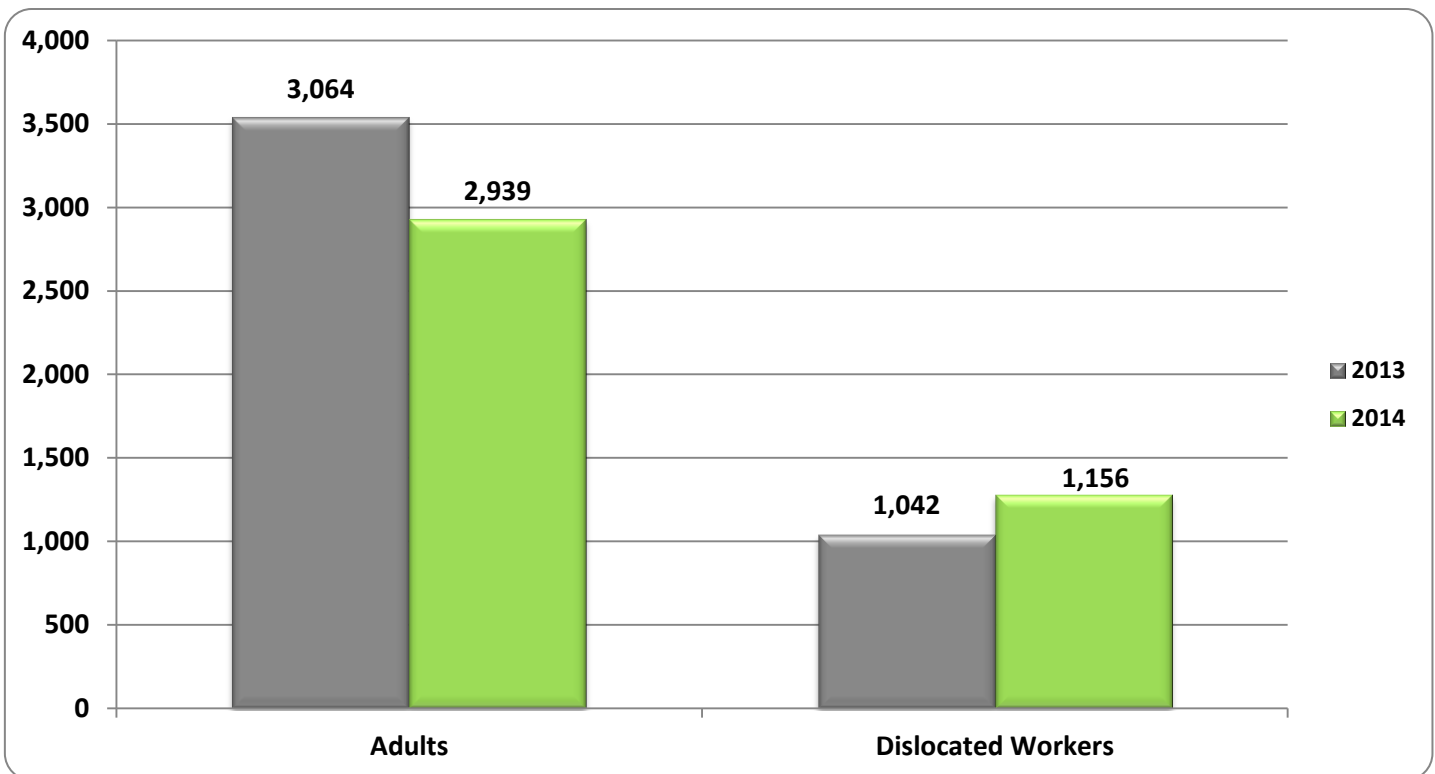




### ***Participants in Training***

- 2,939 adults and 1,156 dislocated workers were trained through WIA.
- While the number of adults who received training declined from the number in PY 2013, there was an increase in the number of dislocated workers trained.

**Number of Adults and Dislocated Workers Receiving Training  
South Carolina, PY 2013-2014**





## WIA Adult Success Stories

### Meet Pablo Ellison

#### Workforce Challenge

Pablo came to the WIA program after going through some very difficult times. Near homeless, unemployed and without transportation, he entered the program in search of a career path for financial stability and growth.

#### Workforce Solution

He enrolled in WIA and attended welder's training at Arc Labs and immediately found his niche. Despite having to travel daily from Taylor to Piedmont on a scooter to attend class, Pablo was enthusiastic about his new endeavor. He worked closely with his instructors and followed their guidance for success in his new field. Not only did he want to get a job in the short term, he wanted to ensure that he would remain marketable in the long term.

#### Outcomes & Benefits

Pablo is now a certified welder and employed with Lauren Engineer & Construction and has gained self-sufficiency in all areas of his life. He has his truck back on the road, is able to visit his son, and has a very nice apartment.



### Meet Davonna Colvin

#### Workforce Challenge

Davonna Colvin came to the SC Works Marion office seeking assistance from the WIA program. She was unemployed and seeking a professional career that would provide a promising and secure future for her and her son.

#### Workforce Solution

She recognized the nursing field as a growing industry and had high hopes of becoming a registered nurse. She was accepted in the ADN program at Florence-Darlington Technical College.

#### Outcomes & Benefits

Davonna did well in school and performed outstandingly during her RN training. She even earned scholarships each semester of her training. Through dedication, determination, and a great deal of hard work, Davonna achieved her goal of completing the ADN program at Florence-Darlington Technical College with an Associate Degree in Applied Science. She then earned her state board certification as a registered nurse and is presently employed at McLeod Health, in Florence, as a registered nurse in the renal department.





## ***Veterans Programs and Services***

### Veteran Employment Situation

Efforts with the South Carolina veterans' community have contributed to significantly improving their employment rate. At 3.5 percent, South Carolina has the nation's seventh lowest veteran unemployment rate.

### Hiring our Heroes

As part of this effort, SC Works continues its involvement with Hiring our Heroes, a nationally partnered event between the U.S. Department of Labor and the U.S. Chamber of Commerce. Hiring Our Heroes provides workshops for veterans and other military jobseekers. Workshops focus on resume writing, interviewing skills, military skills translation and tips for successfully navigating hiring fairs. In PY 2014, three Hiring our Heroes events were held in South Carolina to help our veteran populations receive services in order to go back to work.

#### **Hiring Our Heroes Events, South Carolina, PY 2014**

Number of Events Held	3
Number of Employers Represented	171
Number of Veteran Job Seekers	842
Number of Resumes Collected	2,369
Number of Interviews Conducted	644
Number of Job Offers	180

### Staff Development and Training

Disabled Veterans' Outreach program staff received training conducted by the Federal Bureau of Prisons and are nationally certified as Ex-offender Employment Specialists. Additionally, the Veterans' Employment and Training Service has allocated slots to the National Veterans' Training Institute to provide Employer Outreach and Intensive Services training to SC Works Center staff.

### Priority of Service

The state has implemented priority of service throughout the SC Works system by making one-stop staff aware of how to identify veterans. Within the SC Works Centers, priority of service is promoted through signage and different colored routing slips. Through SC Works Online Services, when individuals register, they indicate their veteran status. From there, those identified as veterans are given priority job referrals and one-on-one case management. Other ways priority of service is carried out in South Carolina are:

- Veterans go to the front of the line for employment services;
- A 24-hour veterans hold is placed on job orders;
- Veterans go to the head of the waiting list if eligible for programs; and
- Veterans have dedicated areas in several SC Works Center resource rooms.



## Outreach

Veteran staff continues to conduct outreach by attending yellow ribbon ceremonies in support of service members and their families following deployments. They work closely with the SC Army National Guard Employment Advisors to assist these guardsmen/reservists who were displaced during pre/post deployment.

Special emphasis is placed on homeless veterans, ensuring there is sufficient outreach to aid and assist with the placements. SC Works veteran staff visit soup kitchens and homeless shelters and also participate in homeless veterans stand-downs in conjunction with the Veterans Administration Health Care for Homeless Veterans program. SC Works continues to support the two Homeless Veterans Re-Integration program grantees in the Trident and Midland regions. These grantees work closely with prison pre-release centers to assist incarcerated veterans with their transition back into civilian life.

While conducting employer outreach, SC Works veteran staff explains and promotes the incentive programs for veterans such as Work Opportunity Tax Credit (WOTC) and Federal Bonding to employers. Veteran staff also target federal contractors who are required to exercise veteran's preference in hiring activities, and offer assistance to meet the annual benchmarks seven percent hiring for veterans and seven percent hiring for individuals with disabilities.

### Dislocated Worker Veteran-OJT Success Story

## SC WORKS GREENVILLE

### Meet Benjamin Cirillo

#### Workforce Challenge

Benjamin was honorably discharged from active duty from the U.S. Navy in October 2014. He did very well in the military and his biggest concern transitioning into civilian life was, "would I find a reasonable job opportunity that I could become a valued employee, with a good wage and with benefits?"

#### Workforce Solution

During his first visit to SC Works Greenville, he was quickly accessed by a veteran representative and given a referral of an on the job training opportunity through WIA. Benjamin completed his WorkKeys® with a Gold level certification and soon after he was interviewing for a job opportunity with Greenville Water.

#### Outcomes & Benefits

During his OJT training Benjamin was offered full-time employment as an operations technician and he now has the opportunity to grow within Greenville Water.





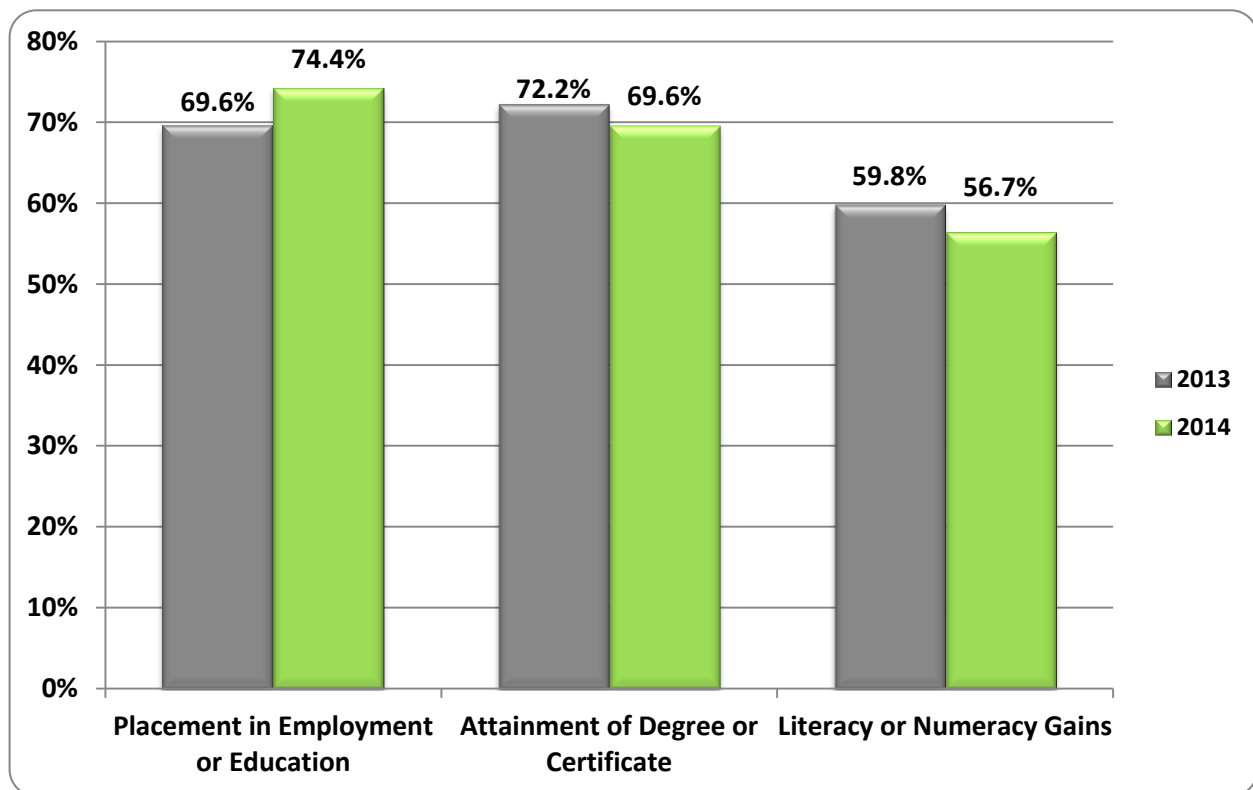


## Youth Outcomes

South Carolina strives to create a competitive talent development system by aligning resources to provide outstanding programs and services for youth. While the state has seen historic levels of people entering the labor force and growing employment opportunities during PY 2014, the unemployment rate for youth and young adults remains significantly high.

Understanding that most jobs today require some level of vocational training, it is not surprising that individuals with less than a high school diploma face significant barriers to finding employment. Through the alignment of workforce, education and economic development, South Carolina is creating a pipeline of skilled workers by concentrating on the development of initiatives to connect individuals with entry level employment. Disconnected youth and young adults are the ideal pool of individuals for these efforts.

**WIA Youth Outcomes South Carolina, PY 2013-2014**



***Rates for placement in employment or education increased 4.8 percent, attainment of degree or certificate decreased by 2.6 percent, and literacy or numeracy gains decreased by 3.1 percent.***

The focus on youth and young adults is reinforced by the Workforce Innovation and Opportunity Act (WIOA), which places a priority on the local services geared toward vulnerable youth. In anticipation of the WIOA implementation, PY 2014 focused on reforming youth program designs and examining key provisions such as the new funding requirements.





Additionally, South Carolina identified the need for a statewide strategic vision for workforce programs. Consequently, DEW created a state youth coordinator position to fill this need as well as provide support to local programmatic staff and youth committees. Through partner engagement and collaborative planning, the coordinator is working to create a unified approach in service delivery to disadvantaged youth including individuals in the foster-care system, pregnant and parenting youth, youthful offenders and youth with disabilities.



## WIA Youth Success Stories

### Meet Vanessa Young

#### Workforce Challenge

Vanessa, a 2013 high school graduate, came to the Greenville Employment and Academic Resources (GEAR) program when she was laid off. Having lost her mother to domestic violence at a young age and raised by her father as a single parent, Vanessa faced many challenges in her youth. She had limited skills and experience and felt it was time to create a career pathway for her future that included training.

#### Workforce Solution

Vanessa began by working on her TABE (Test of Adult Basic Education) practice test to prepare for the actual exam and ultimately go to school. She passed the test on her first sitting and also earned a silver-level WorkKeys® certificate.

#### Outcomes & Benefits

Vanessa found employment and also enrolled at Greenville Technical College and began her certified nursing assistance studies, attending classes at night so she could work during the day. She completed her training, passed her state exam on the first try, and completed her clinical at NHC HealthCare in Greenville. Her performance and work ethic was recognized by her manager who offered her a full-time position.



### Meet Bethel Rivera

#### Workforce Challenge

Bethel dropped out of high school in 10th grade after an unexpected pregnancy, but she was determined not to let her new role as a young mother stop her from reaching her dreams.

#### Workforce Solution

She enrolled in the Family Literacy program at Oconee Adult Education and was able to attend GED classes while her daughter was in daycare. Bethel also enrolled in Palmetto Youth Connections where she completed Career Smart classes and earned a gold-level WorkKeys® certificate.

#### Outcomes & Benefits

Bethel completed the GED, passing each section the first time she took it. Soon after starting her work experience at a local library, Bethel began attending classes at Greenville Technical College. She completed a four-part training in medical interpretation, earned her certification and then obtained a full-time position as a front desk assistant.





## Business Engagement

Understanding the importance of a demand-driven system, South Carolina continued to target business and industry with customized service strategies. The Business Engagement Workgroup of the State Workforce Investment Board (SWIB) declared Employer Engagement a top priority and established a quarterly and annual report, tracking new and repeat employer engagement. As a result, there was an overall increase of 34.2 percent in new employer contacts from PY13 to PY14. The Business Engagement Workgroup received the quarterly and annual reports and used the data to make policy and allocate resources. Additionally, the Business Engagement Workgroup encourages local areas that are excelling at employer engagement to share their best practices in order to model their success throughout the state.

### South Carolina Employer Services Metrics Report New Employer Contacts, PY 2014

New Employers					
	*PY 2012	*PY 2013	*PY 2014	Difference	
				PY13– PY12	PY14-PY13
WorkLink	68	68	94	0	26
Upper Savannah	96	68	75	-28	7
Upstate	66	61	78	-6	17
Greenville	92	78	109	-14	31
Midlands	111	98	138	-13	40
Trident	107	92	156	-15	64
Pee Dee	123	128	142	5	14
Lower Savannah	54	76	108	22	32
Catawba	103	90	116	-13	26
Santee-Lynches	78	41	46	-37	6
Waccamaw	127	72	118	-55	46
Lowcountry	136	37	91	-99	54
<b>South Carolina</b>	<b>1,208</b>	<b>946</b>	<b>1,269</b>	<b>-263</b>	<b>324</b>



### South Carolina Employer Services Metrics Report Repeat Employer Contacts, PY 2014

Repeat Employers					
	*PY 2012	*PY 2013	*PY 2014	Difference	
				PY13-PY12	PY14-PY13
WorkLink	167	137	160	-30	23
Upper Savannah	338	249	240	-89	-9
Upstate	191	175	209	-16	33
Greenville	219	192	210	-26	17
Midlands	285	248	262	-37	14
Trident	204	191	173	-13	-18
Pee Dee	284	261	268	-23	8
Lower Savannah	153	136	176	-17	40
Catawba	243	225	250	-17	25
Santee-Lynches	150	121	121	-29	0
Waccamaw	289	183	176	-106	-7
Lowcountry	165	101	96	-64	-6
<b>South Carolina</b>	<b>2,794</b>	<b>2,309</b>	<b>2,338</b>	<b>-485</b>	<b>29</b>



## Business Success Story

# SC WORKS UPSTATE



Michelin Tire North America US3 Spartanburg Plant, operating in Spartanburg County since 1978, produces radial truck tires for the rapidly growing radial market in the trucking industry. Currently, Michelin is the largest tire company in the world.

This year, the Spartanburg plant is experiencing increased demand for its products. To meet those needs the company is expanding the facility. Although the company has a long standing relationship with SC Works Upstate, they scheduled a sit down meeting to discuss how the Spartanburg office could assist them with recruiting and hiring new employees at a faster pace than their normal procedures would allow. SC Works Upstate-Spartanburg Office is working extensively with Michelin's Human Resource Manager, Shawn Wagoner, to assist with their current need to hire up to 150 Production Operator/Tire Builders, by year end. Shawn has mentioned that with SC Works assistance, the amount of time he would spend coordinating all efforts has been significantly reduced.







## Program Year 2014 Cost of Workforce Services



With available federal funds for workforce development either remaining the same or declining, South Carolina focused on fund utilization and targeting specific areas critical in overall talent development, such as GED obtainment, computer literacy, and training in high-demand occupations.

The State Workforce Investment Board (SWIB) continued to advocate for South Carolina to increase its rate of GED obtainment by allocating more than \$55,000 for competitive grants. Reinforcing regional strategies, four grants were awarded to regions demonstrating collaboration among the partners to address barriers that inhibit individuals from obtaining a GED.

The SWIB allocated almost \$170,000 toward upgrading SC Works centers' technology. These funds provided enhanced resources that allowed job seekers greater access to technology.

In addition, the SWIB hosted a symposium, "Connecting the Pieces of South Carolina's Workforce System," to highlight the Governor's challenge that stakeholders collaborate to address the talent-pipeline needs demanded by business and industry. A business forum was facilitated which included Maureen Conway, vice president of the Aspen Institute in Washington, D.C., Joey Von Nessen, economist from the University of South Carolina, S.C. Superintendent of Education Molly Spearman and a panel of several local business leaders.



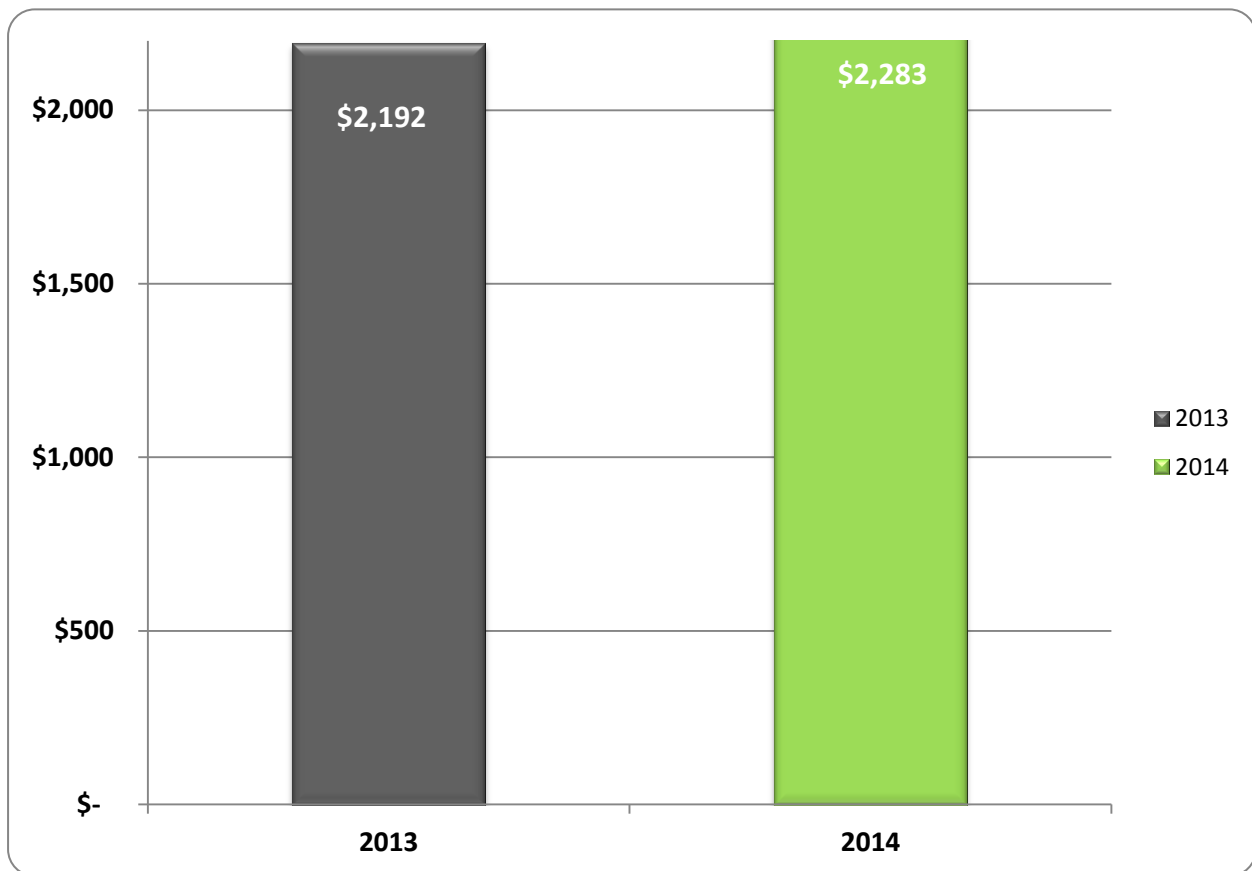
*Representatives from the S.C. Chamber of Commerce, Michelin, IT-oLogy and the S.C. Hospital Association took part in a business forum.*

With the continued focus on business engagement and retention, the SWIB allocated \$1 million for Incumbent Worker Training and \$200,000 for the development of Sector Strategies.



In PY '14, the total cost per participant served under WIA was \$2,283. This includes both Adults and Dislocated Workers.

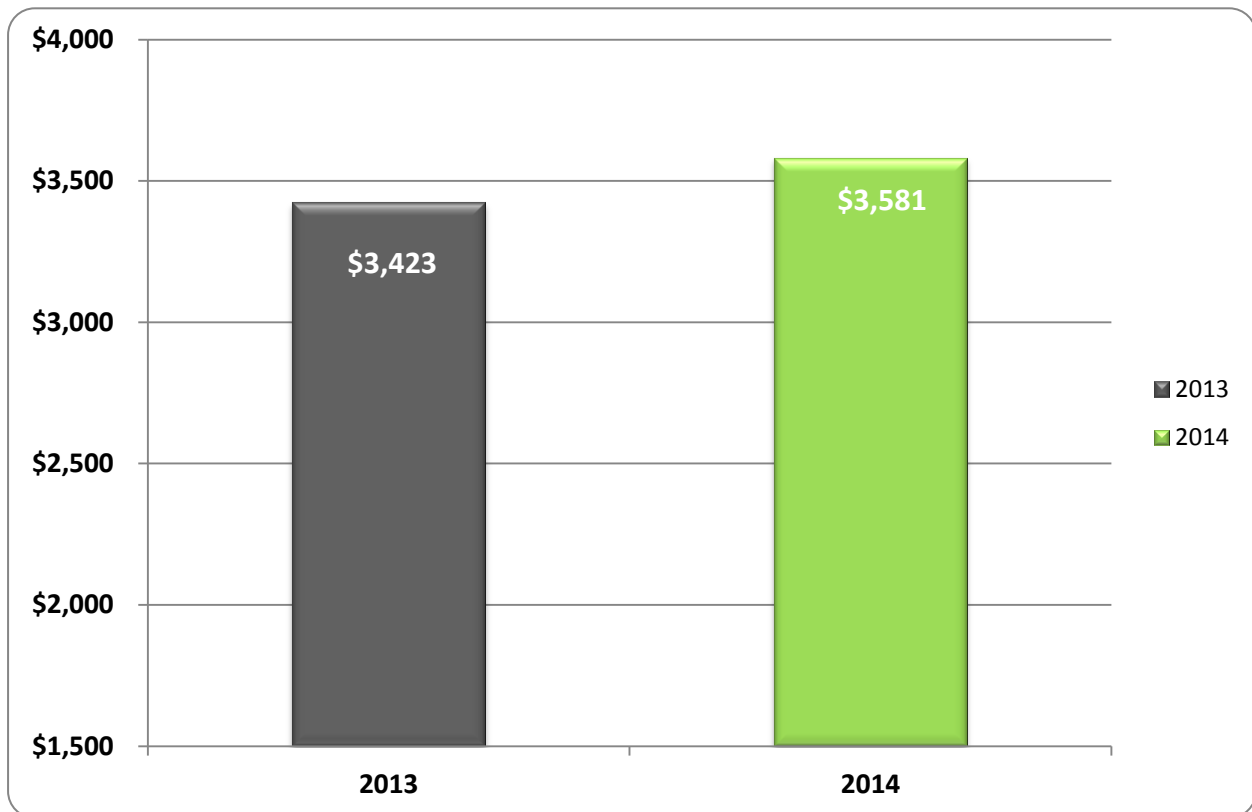
**Cost Per Adult and Dislocated Worker Participant  
South Carolina, PY 2013-2014**





In PY '14, the total cost per youth participant was \$3,581. The state is well positioned to meet the new 75 percent expenditure requirement on out-of-school youth. In PY '13, 75.6 percent of youth served were out-of-school youth and in PY '14 78.3 percent of youth served were out-of-school youth. As such, the average expenditures rate on out-of-school youth was 79 percent.

**Cost Per Youth Participant  
South Carolina, PY 2013-2014**





## Program Year 2014 Waivers

### *Waiver Usage by Local Workforce Development Area*

In program year 2014, South Carolina had nine DOL approved waivers as identified in Table 4 below. Local Workforce Development Areas have utilized several waivers that added flexibility to ensure access to training opportunities, increase fiscal accountability and fund utilization, and strengthen workforce and economic development partnerships. The availability of the waivers, whether used during the program year or not, allowed local areas to have and offer the tools to meet the ever-changing needs of both job seekers and businesses, and improve the effectiveness of the services available within their regions. Although waivers for customized training, locally funded IWT, and collection of data for locally funded IWT were not utilized in PY 2014, local areas acknowledge the importance of having this flexibility, in the event that SC businesses need such services.

**Waiver Usage Summary South Carolina, PY 2014**

Local Area	Transfer Flexibility	Customized Training Employer Match	OJT Reimbursement Rate	Rapid Response for IWT	Local Funds for IWT	ITAs for Older & Out of School Youth	Collection of Data for Locally Funded IWT	Common Measures	Eligible Training Provider List (ETPL)
WorkLink	✓		✓	✓		✓		Used by All 12 LWIAs	
Upper Savannah	✓		✓	✓		✓			
Upstate	✓			✓					
Greenville			✓	✓		✓			
Midlands	✓		✓	✓					
Trident	✓		✓	✓					
Pee Dee			✓						
Lower Savannah			✓			✓			
Catawba	✓		✓	✓		✓			
Santee-Lynches	✓		✓						
Waccamaw	✓		✓						
Lowcountry	✓		✓	✓					



### DOL Approved WIA Waivers: Advancing a Job-Driven Workforce System

WAIVERS	DESCRIPTION	OUTCOMES
<b>Adult and Dislocated Worker Funds Transfer Authorization</b>	Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between local Adult and Dislocated Worker (DW) funding streams allocated to a local area. This waiver gives LWIBs transfer authority from 20% to 50% between Adult and DW funding streams to allow for greater flexibility in meeting local labor market demands and customer needs.	<p>Of the 12 Local Workforce Investment Areas in South Carolina, nine (75%) utilized this waiver and transferred more than 30% of their Dislocated Worker funds to the Adult funding stream. Six LWIAs earmarked 40% or more, and four earmarked the maximum 50%. Much of the Dislocated Worker population in South Carolina in the past year has been Trade affected; this, coupled with the flexibility of this waiver, has allowed LWIAs to better serve their communities by concentrating on the Adult population.</p> <p>This waiver has directly affected Job-Driven Element 6 and has allowed local areas to break down barriers Adults face when accessing job-driven training by offering more supportive services such as transportation, child care, and work-ready workshops to more adults in the State.</p>
<b>Employer Contribution for Customized Training</b>	Waiver of WIA Section 101(8)(C) of the required 50% employer contribution for customized training. This waiver permits a sliding scale: 1) no less than 10% match for employers with 50 or fewer employees, and 2) no less than 25% match for employers with 51-250 employees. For employers with more than 250 employees, the statutory requirement of 50% contribution applies.	There were no local areas in South Carolina who utilized the waiver of the requirement of 50% employer contribution for customized training. However, Business Services staff appreciated having the ability to offer this option to local businesses.





DOL Approved WIA Waivers Continued		
WAIVERS	DESCRIPTION	OUTCOMES
<b>Employer Reimbursement for OJT</b>	<p>Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training (OJT). This waiver permits the following reimbursement amounts: 1) up to 90% for employers with 50 or fewer employees, and 2) up to 75% for employers with 51-250 employees. For employers with more than 250 employees, the statutory requirement of up to 50% applies.</p> <p>A second waiver of WIA Section 101(31)B permits the following reimbursement amounts: 1) up to 90% where OJT is provided to individuals unemployed for 28 weeks or more, and 2) up to 75% where OJT is provided to individuals unemployed between 16-27 weeks. For individuals unemployed less than 16 weeks, the current statutory requirement of up to 50% applies.</p>	<p>216 employers and 501 participants benefitted from the WIA On-the-Job Training program. 11 of 12 Local Workforce Areas utilized at least one of the two available waivers for the sliding scale reimbursement for OJT. 342 OJT agreements were reimbursed at a higher rate (75%-90%) based on the size of the company, and 43 were reimbursed at a higher rate (75%-90%) based on the duration of unemployment of the participant.</p> <p>The flexibility of these waivers allowed smaller employers to offset the costs of lost production associated with training new employees. In addition, longer-term unemployed individuals were provided an opportunity to learn new skills while earning money. The use of higher reimbursement rates strengthened ties with local businesses and allowed them to hire more candidates while easing the high costs associated with training new employees.</p> <p>Participants who enter OJT opportunities have been proven to have higher entered employment and retention rates.</p> <p>These waivers directly correlate to Job Driven Elements 2, 6 and 7. The flexibility of these waivers has allowed local areas to provide work-based learning opportunities with more employers which benefit both the participant and the business based on the reimbursement level. These OJT opportunities also allowed local areas to create collaboration between SC Works centers and business.</p>



<b>DOL Approved WIA Waivers Continued</b>		
<b>WAIVERS</b>	<b>DESCRIPTION</b>	<b>OUTCOMES</b>
<b>Rapid Response Funds for IWT</b>	Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training (IWT). This waiver allows up to 40% of rapid response funds to be used for incumbent worker training as part of a layoff aversion strategy.	<p>22 Rapid Response IWT grants were written in Program Year 2014 totaling \$1,212,346. Of these grants, 9 are still active and 7 are pending final closeout. Of the six companies that have submitted a closeout report, 183 people have received training, 18 received an industry recognized credential, 2 new jobs were created, 6 participants received a wage increase, and there were no layoffs reported.</p> <p>This waiver connects Job Driven Elements 1 and 7. The ability to effectively assist with layoff aversion within South Carolina has allowed the State to work in conjunction with employers to determine what their needs are in order to remain viable in today's economy. The waiver promotes stability in the local workforce while creating collaboration between SC Works, education institutions, and business.</p>
<b>Local Funds for Incumbent Worker Training (IWT)</b>	Waiver of WIA Section 134(a) permitting local workforce investment areas to use a portion of their local funds for incumbent worker training. With this waiver, local areas can use up to 10% of their local Dislocated Worker and Adult funds for incumbent worker training as part of a layoff aversion strategy only.	There were no local areas in South Carolina that utilized the waiver allowing them to utilize 10% of their local funding for incumbent worker training. The availability of Statewide Activities and Rapid Response-funded IWT allowed local areas to use their reduced allocations on other WIA participants.
<b>Collection of Data for Locally-Funded IWT</b>	Waiver of 20 CFR 666 and 667.300(a) to reduce the collection of participant data for incumbent workers. This waiver allows the State to discontinue the collection of the following Workforce Investment Act Standardized Record Data (WIASRD) elements: single parent, unemployment compensation eligible status at participation, low income, TANF, other public assistance, homeless individual and/or runaway, and offender.	Since the waiver for local funds to be used for IWT was not used statewide, the waiver to reduce collection of participant data for incumbent workers was not used.



<b>DOL Approved WIA Waivers Continued</b>		
<b>WAIVERS</b>	<b>DESCRIPTION</b>	<b>OUTCOMES</b>
<b>ITAs for Older and Out-of-School Youth</b>	Waiver of 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth. Through this waiver youth are provided with greater training options. Youth will have more options to get assistance with portions of apprenticeship and may promote progression of education. This may also remove unnecessary barriers to job-driven training for youth.	<p>Five of 12 local areas in South Carolina took advantage of the waiver allowing Individual Training Accounts to be used for Older and Out-of-School Youth (OSY). Those who utilized this waiver modeled the processes for Youth after their respective Adult programs, allowing for more in-demand opportunities and choice for participants, and preparing Older and Out-of-School Youth for employment and post-secondary education opportunities that they otherwise would not have had.</p> <p>This waiver can directly relate to Job Driven Elements 3 and 5. With use of ITAs, Out-of-School Youth are afforded opportunities for progression from one educational stepping stone to another, to include work-based learning, so that their efforts result in progress. Using ITAs also allows access to more relevant training opportunities for Out-of-School Youth.</p>
<b>Common Measures</b>	Waiver of Section 136(b) permitting the State to replace the 17 WIA performance measures with the 9 common measures. This waiver allows SC to be evaluated on the 9 performance measures only. Staff can concentrate efforts to affect the most important outcomes of education, employment, and earnings.	<p>S.C. utilized this waiver permitting the State to replace the 17 WIA performance measures with the 9 common measures. This has provided a simplified and streamlined performance measurement system which provided cohesion across workforce development programs. The waiver also dramatically reduced paperwork and labor costs associated with data collection and analysis. The reduction to 9 measures that are common to other workforce programs also provided clear and understandable information to legislative leaders, State Workforce Board representatives, and the public; it allowed these different stakeholders to understand more clearly the return on investment.</p> <p>Use of the common measures directly relates to Job Driven Element 4. Measurement and evaluation of employment and earnings outcomes would be completed regardless of the use of this waiver; however, the waiver allowed more time and effort to be spent on the evaluation of the data as opposed to preparation of the data.</p>



DOL Approved WIA Waivers Continued		
WAIVERS	DESCRIPTION	OUTCOMES
Training Provider Eligibility	Waiver of 20 CFR 663.530 which requires that all mandated performance items must be submitted and acceptable levels met for programs/courses to remain on the Eligible Training Provider List (ETPL). This waiver allows the state to postpone the determination of subsequent eligibility of training providers. The waiver also allows the state to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers. The flexibility of this waiver allows viable training options to remain invaluable.	<p>South Carolina utilized the waiver of providing performance measures for continuing eligibility. The utilization of the waiver Statewide allowed the flexibility for local areas to implement continuing eligibility criteria as they deemed appropriate. This presented more options for training within rural and outlying communities and provided participants with a wider range of training options. Additionally, the waiver allowed these providers to remain eligible and forged continued long-term relationships with providers of training and education within communities across the State.</p> <p>South Carolina is building a comprehensive ETPL that will provide the required performance information. There has already been evidence that the all-student information and performance required (without use of this waiver) will severely limit the number of providers and therefore the training options for customer choice.</p> <p>Use of this waiver allowed for more options for training across the State. Although use of the waiver may appear to negatively impact Job Driven Element 3, providers were held accountable by participant successes (or failures) by the local areas.</p>



## Program Year 2014 Customer Satisfaction

Customer satisfaction remains a critical success factor for the workforce system. An eighteen month customer service training program was implemented where workforce specialists across the state are advised on the delivery of customized and empathetic services to job seekers. The expectation is not that customer service applies only to direct services to job seekers but that all aspects of the service delivery model incorporates a focus on meeting the needs of users, including virtual job seekers.

### SC Works Online Services (SCWOS) Customer Satisfaction Survey

SCWOS is South Carolina's job search site and case management system for WIA, TAA, and Wagner-Peyser programs. SC Works Online Services is a great resource that is heavily used by jobseekers to meet their employment and training needs. In PY 2014, there were over 85,000 new users to the site and more than 311,000 individuals receiving workforce services.

#### Customer Satisfaction Surveys

Which type of user best describes you?		
Answer	Number of Times Answered	Percent of Times Answered
<a href="#">Youth (18 years old or less)</a>	10	0.92%
<a href="#">Jobseeker</a>	1009	93.17%
<a href="#">Employer</a>	25	2.31%
<a href="#">Labor Market Analyst/Researcher</a>	2	0.18%
<a href="#">Other</a>	37	3.42%
		<b>Total: 1083</b>

Please indicate your reason for visiting SC Works Online Services		
Answer	Number of Times Answered	Percent of Times Answered
<a href="#">Job Search</a>	962	88.83%
<a href="#">Career planning/Occupational Research</a>	20	1.85%
<a href="#">Locate education or training providers</a>	14	1.29%
<a href="#">Find employer contact information</a>	22	2.03%
<a href="#">Research/Reports</a>	2	0.18%
<a href="#">Just looking around</a>	10	0.92%
<a href="#">Employer looking for candidates</a>	18	1.66%
<a href="#">Other</a>	35	3.23%
		<b>Total: 1083</b>





### Customer Satisfaction Surveys Continued

It was easy to find what I needed		
Answer	Number of Times Answered	Percent of Times Answered
<a href="#">Strongly Agree</a>	195	17.87%
<a href="#">Agree</a>	362	33.18%
<a href="#">Neither Agree or Disagree</a>	346	31.71%
<a href="#">Disagree</a>	87	7.97%
<a href="#">Strongly Disagree</a>	101	9.26%
		<b>Total: 1091</b>

SC Works Online Services is easy to use		
Answer	Number of Times Answered	Percent of Times Answered
<a href="#">Strongly Agree</a>	213	19.52%
<a href="#">Agree</a>	377	34.56%
<a href="#">Neither Agree or Disagree</a>	318	29.15%
<a href="#">Disagree</a>	95	8.71%
<a href="#">Strongly Disagree</a>	88	8.07%
		<b>Total: 1091</b>

SC Works Online Services met my needs		
Answer	Number of Times Answered	Percent of Times Answered
<a href="#">Strongly Agree</a>	168	15.4%
<a href="#">Agree</a>	341	31.26%
<a href="#">Neither Agree or Disagree</a>	374	34.28%
<a href="#">Disagree</a>	93	8.52%
<a href="#">Strongly Disagree</a>	115	10.54%
		<b>Total: 1091</b>

Overall, how would you rate your visit to SC Works Online Services?		
Answer	Number of Times Answered	Percent of Times Answered
<a href="#">Excellent</a>	244	22.36%
<a href="#">Good</a>	343	31.44%
<a href="#">Fair</a>	174	15.95%
<a href="#">Poor</a>	156	14.3%
<a href="#">No Opinion</a>	174	15.95%
		<b>Total: 1091</b>



### ***Post-SWIB Meeting Survey***

In PY 2014, the State Workforce Investment Board conducted evaluations at the end of the year to measure member perception of whether the meetings were efficient and productive. Overall, the meetings were evaluated as running efficiently and effectively, with significant references made to Board Chair Mikee Johnson's leadership ability and his focus on workforce development as a critical component of economic development.

### ***Employer Satisfaction***

In previous program years, SC Works conducted service satisfaction surveys with businesses who had received services during a designated timeframe. However, feedback from businesses indicated that they were inundated with surveys and did not produce actionable data. The workforce system moved towards evaluating the business engagement rate, more specifically the number of Repeat Business customers as feedback on business satisfaction with workforce services. Based upon the PY '14 Business Engagement Rate more businesses sought repeat SC Works assistance in PY '14 than in PY '13.



## Program Year 2014 State Evaluations

### *Expenditure Analysis*

In 2011, a Committee of the State Workforce Investment Board began a discussion on the benefits of training participants as well as a reasonable expectation regarding a percentage of allocated funds to be used for training services. In order to continue the discussion, more data was needed to evaluate the current use of funds to help determine an effective future policy.

It became evident that policy makers would also need South Carolina-specific data to determine a fair, attainable, and effective goal for our state. At that time, we did not have the mechanisms in place to collect the data for analysis. The WIA Financial Status Report (FSR) being used by local areas to report to the state did not break down program expenditures to a level that would be useful as an analysis tool. A first step was to create a new Supplement to the FSR, so the FSR-S was created. Guidance was sent to LWIAs regarding the new reporting requirements in September, 2011.

From the FSR-S information reported to the state, Quarterly and Annual Expenditure Analysis Charts are generated and reviewed by the SWIB Committee.

- The annual analysis reflects cumulative accrued expenditures of Adult, Dislocated Worker and any Rapid Response Additional Assistance funds during a program year (July – June), regardless of year of appropriation.
- The analysis includes “Program” cost category expenditures only. “Administration” cost category expenditures are not included.
- The FSR-S was changed in mid-year during Program Year 2012 to allow for the reporting of Direct Staff Costs – the portion of salaries, fringe, and indirect cost for staff who work directly with participants. This accommodated the tracking of three major categories of program cost:
  - Training and related expenses
  - Staff working directly with participants
  - Other staff and operating costs

Program Year 2013 was the first full year of data from which an evaluation could begin. The SWIB Committee created a dedicated workgroup to analyze financial data and solicit input from local areas in the state.

Staff researched and spoke with several states that were already implementing or considering implementation of a training expenditure requirement. There were great variances in their minimum percentages and the types of expenditures that counted toward the goal.

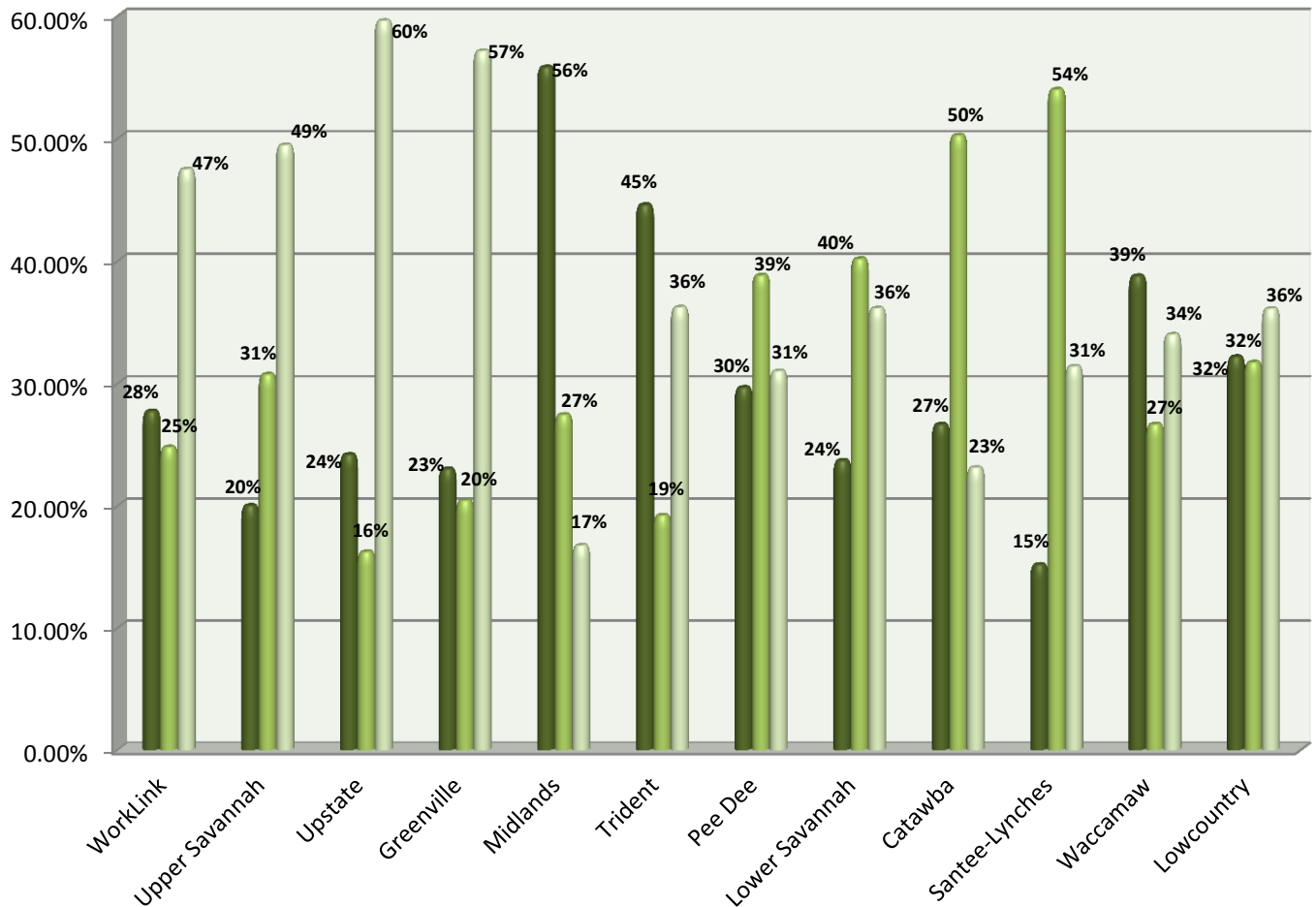


For PY'14, The SWIB approved an Incentive Policy that included awarding incentive funds to areas that expended 35 percent of Adult, Dislocated Worker, and Rapid Response for Additional Assistance program funds on participant training and related expenses. Participant training and related expenses include: tuition, books, supplies, assessments, supportive services, OJT, and work experience. The Policy showed the local areas the SWIB's intent to look closely at the level of training expenditures and the potential for a future training expenditure requirement.

The SWIB now has two full years of expenditure data to guide policy decisions that direct expenditure of funds and align with the WIOA emphasis on credential attainment and skill certification. In addition to exploring a reasonable requirement for a minimum training expenditure level, the staff and SWIB can look at expenditure variances by local area. This will help determine best practices and areas needing improvement.



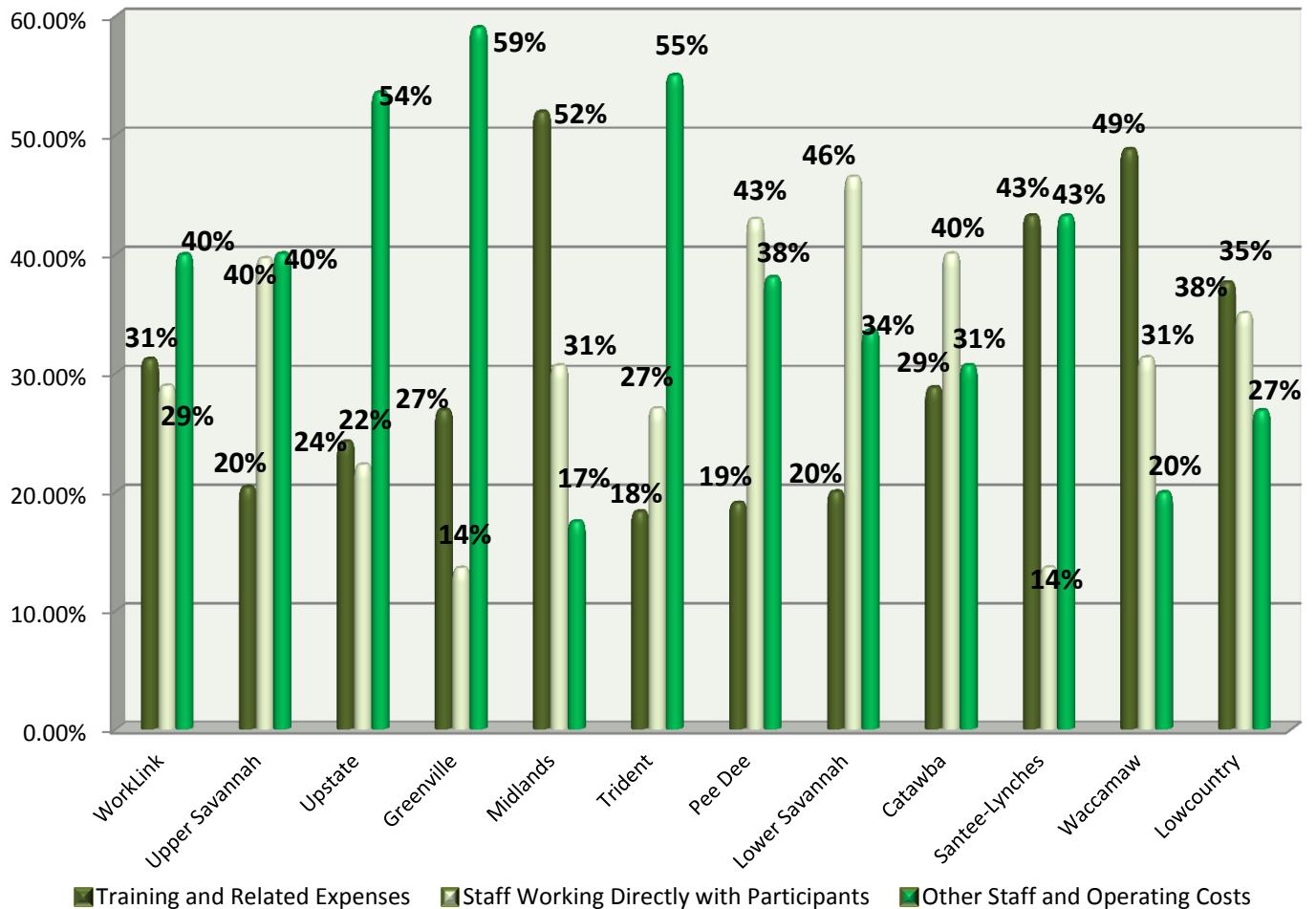
**Program Year 2013 WIA Expenditures  
Adult, Dislocated Worker, DWT-NEG and Rapid Response**







### Program Year 2014 WIA Program Expenditures Adult, Dislocated Worker, DWT-NEG and Rapid Response





## Conclusion

The Workforce Investment Act has done amazing things to drive priorities and collaboration in the direction that will most help job seekers get back to work. SC Works has embraced that vision and produced results in the last few years to help drive unemployment to lows that have not been seen since the 1980s. More people than ever are working, families are thriving and the economy is benefiting.

As we conclude the work accomplished through the WIA, South Carolina is ready to take the best of these successes and continue its momentum through WIOA, where appropriate. In particular, developing the talent pipeline among target populations is the focus of the South Carolina workforce development partners. Some populations that are at the juncture of our success and WIOAs vision include youth and veterans. This year's collaboration with these groups has already led to some successes and given us a strong infrastructure for moving forward.

Gov. Haley's charge for a statewide focus on the workforce development system helped agencies and partners begin to open discussions and foster shared ideas and programs. However, South Carolina is already taking their collaborative efforts to the next level. Beyond the cerebral and programmatic work, resources are being built, supported and used by the collective.

SC Works, DEW and all the South Carolina partner agencies worked together to end PY '14 with some very effective results. Importantly, the framework was created to build on fundamental strengths and leverage workforce success as the state shifts to the priorities of WIOA. With the endorsement of Gov. Haley, Executive Director Stanton, the leadership of the Statewide Workforce Investment Board and the collaboration of statewide partners, South Carolinians will continue to work for good.